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3 May 1956

To : Assistant Director, Research and Reports  
Thru: Chief, Economic Research, ORR

Subj: Visit to Harvard, 24-27 April 1956

1. Subject trip was undertaken for the purpose of (a) reassuring those individuals under recruitment (see Appendix A) of our continued interest in them and asking them to be patient with Agency processing a little while longer, (b) reestablishing contact with faculty members (see Appendix B), and (c) determining the current job market with which the Agency must compete for qualified personnel (see Appendix C). All the students who were initially approached last fall still expressed considerable interest in employment with the Agency, with one exception. Since the latter was not to receive an M.A. until June from the Soviet Union Program, he was initially quite pleased with our offer of \$1,500 made last fall. However, not having received a firm offer from the Agency by 1 April, he accepted a position with [redacted] as an assistant to [redacted] at \$5,500 per year. 25X1A5a1

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2. Faculty members were extremely courteous and cooperative. They seemed to feel that the Agency was currently fighting a highly competitive market and that corrective measures must be taken to assure qualified individuals that the Agency is a highly desirable place to work. Too many graduate students think of CIA solely as a "cloak-and-dagger" Agency engaged in activities for which they have neither the inclination nor the training. For this reason, they have little or no interest in employment with the Agency. The interest of such students is stimulated, however, when it is realized that the Agency conducts research on the Sino-Soviet Bloc economics which in no wise differs from the research being conducted at the various academic Russian institutes throughout the country. It is also important that students who still have a yearning for the academic life realize that they will be encouraged (a) to participate in meetings of their professional societies, (b) to teach at one of the Washington universities on a part-time basis, and (c) research and publish on their own. Faculty members also feel that the Agency must expedite the processing of applicants, if it expects to achieve more favorable results from its recruitment efforts.

3. Dissatisfaction with the Agency expressed by former Agency employees who returned to the campus has had a deleterious effect on the reputation of the Agency. These are individuals who, for the most part, returned from overseas assignments and found no suitable positions available to them in Washington.

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4. Several faculty members suggested that it might be a good idea to have former college professors currently employed by the Agency return to the campus and alert their former colleagues on the needs of the Agency. In this way, more professors would consider recommending Agency employment to their qualified students. It was also suggested that the Agency consider the feasibility of having a top-flight intelligence officer present unclassified intelligence briefings to students in appropriate graduate departments so as to arouse the interest of the students in an intelligence career.

5. According to faculty members, Foreign Service has had its most popular year in history. There seems to be considerable prestige attached to being a Foreign Service Officer and, as one professor stated, "Girls like Foreign Service Officers." Foreign Service is also appealing because of (a) a more attractive salary schedule, (b) definite overseas assignments, and (c) a negligible waiting period for a firm offer of employment.

6. Apart from competition with the Foreign Service and, to a considerably lesser extent, with other Government agencies, the Agency must also compete with private industry and the academic community for qualified personnel. It is believed that private industry offers students with an A.B. degree a starting salary of \$4,500-5,000, regardless of their undergraduate major. Experience has shown that bright youngsters who have majored in any of the social sciences usually adapt quite rapidly and competently to any number of jobs in industry. Students with an M.A. degree in the social sciences can sometimes command a starting salary of \$6,000-7,000 in industry. Records indicate that these offers to the A.B. and M.A. students are made by oil companies, gas companies, U.S. Chamber of Commerce, and M.A.M. Government offers to these students fall in the lower twenty percent of salary offers, together with insurance companies and department stores. Students who pursue the Ph.D. are usually inclined towards a teaching career and upwards of ninety percent of them do just that. Many of the remainder begin careers in industry as high as \$8,000 per year and a few select a career in government.

7. Faculty members believe that the job market has never been better for students and, if anything, will continue to improve, especially in the academic community. This belief is based on a trend which indicates that universities throughout the country will more than double their enrollment by 1970, resulting in the need for a considerably larger number of teachers.

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8. In summary, it is believed that subject trip was successful in that (a) almost all Harvard students contacted last fall are still very much interested in Agency employment, (b) faculty members are developing a more friendly attitude towards the Agency and are beginning to think of the Agency as a good place for their students to work, and (c) I was able to determine the current job market with which the Agency must compete for good people. It is recommended, therefore, that follow-up recruitment trips in the spring be considered an essential part of all future recruitment programs.

25X1A6a 9. In closing, I would like to add that, once again, it was a  
25X1A9a distinct pleasure to work with [REDACTED] professional re-  
cruiter [REDACTED] It is my considered opinion that  
[REDACTED] is a credit to the Agency and one of the ablest persons I  
have met in the field of recruiting.

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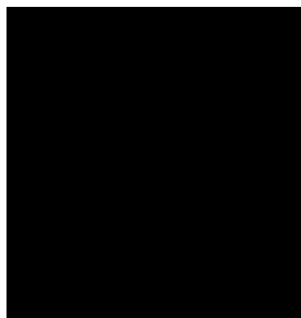
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APPENDIX A

Harvard Students Still Interested in Agency Employment

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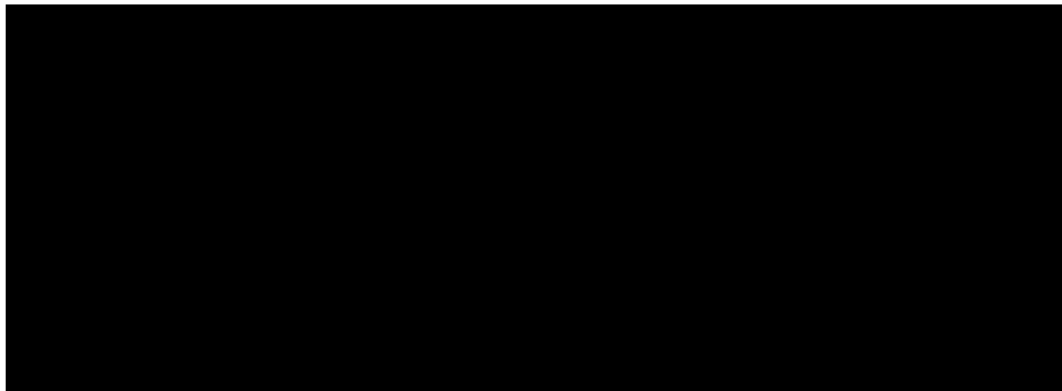


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APPENDIX B

Faculty Members Contacted



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APPENDIX C

Salaries

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